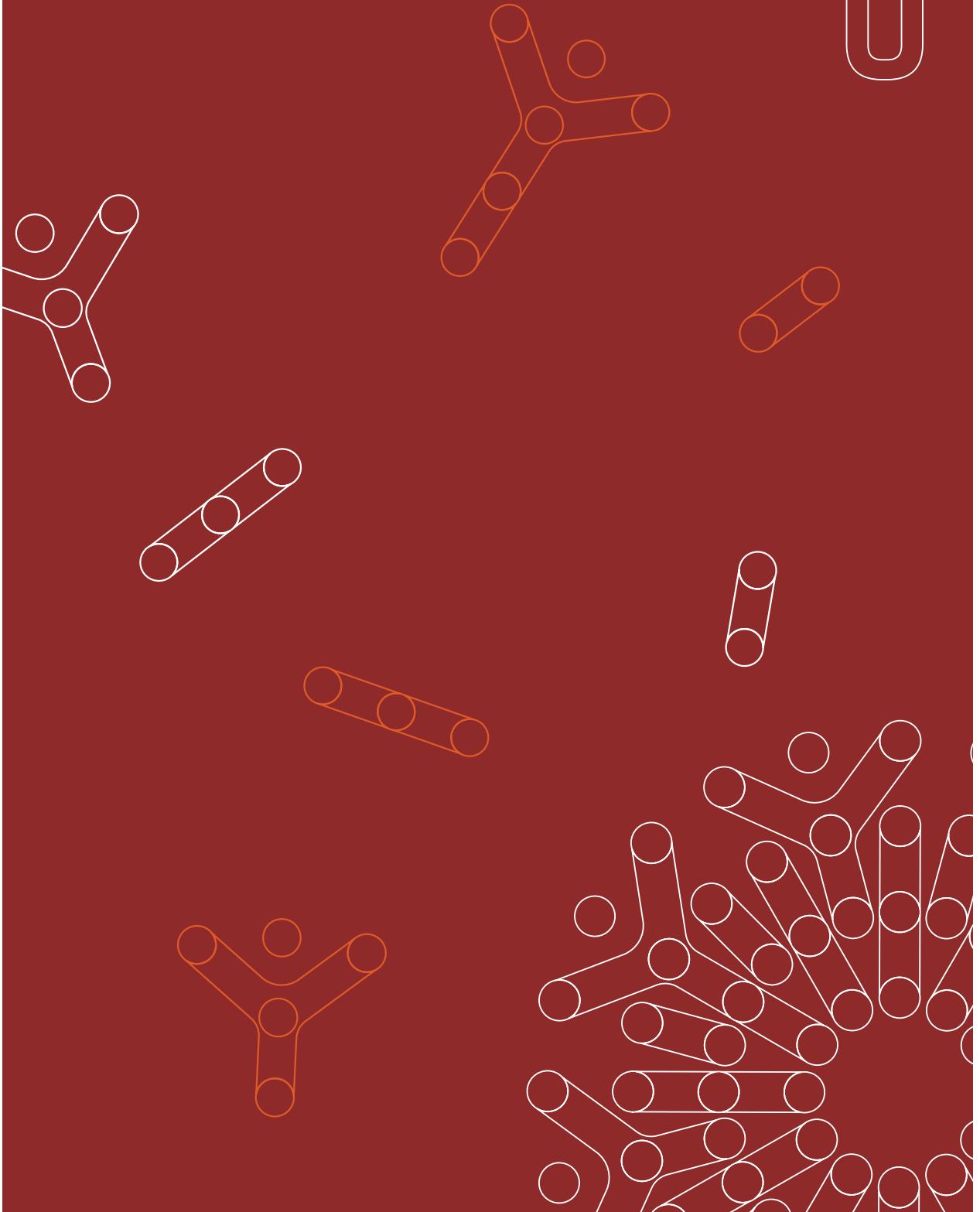




PART 6 PEOPLE

6



Employee Arrangements: ILC

The ILC Group CEO is responsible for the engagement of employees necessary to perform the functions of the ILC. At 30 June 2018 the core ILC (excluding subsidiaries) employed 100.4 full-time equivalent (FTE) employees. This is an increase from 2016-17. Thirty-one (31) new employees (16 female and 15 male) were engaged in 2017-18 and 18 employees separated, resulting in 18.8 per cent average turnover (2016-17: 14.2 per cent).

During the reporting period, ILC subsidiary Australian Indigenous Agribusiness Company Pty Ltd transitioned from a separate operating entity (including its own corporate leadership team) to operating as an employment entity only to support the engagement of staff in the agribusiness sector. At 30 June 2018, 3.7 FTE agribusiness corporate staff had transitioned into ILC as noted in Table 10, leaving 2.0 FTE to transition in the next reporting period.

The ILC maintained a high level of workplace diversity. At 30 June 2018 the proportion of Indigenous employees was 27.9 per cent and female employees 52.9 per cent.

The ILC Group CEO's remuneration arrangements are administered by the Australian Government Remuneration Tribunal under the Principal Executive Office classification. Senior Executive employees are employed under individual Employment Agreements, and have access to vehicle allowance/leasing and parking, business-class official travel (when travelling more than two hours), airline-lounge membership, mobile phones and salary-sacrificing arrangements. The ILC Group CEO received a performance payment in November 2017 related to performance in the previous year.

All other ILC employees are engaged under the ILC Enterprise Agreement (EA) 2011-14 which continues to apply while the ILC and employees are negotiating a new enterprise agreement. Benefits under the EA include studies assistance, an employee assistance program, learning and development, a healthy employee scheme (individual and team), screen-based eyesight testing and vaccinations.

Reconciliation Action Plan

The ILC Reconciliation Action Plan (RAP) is based on three principles: building relationships with Indigenous peoples; maintaining respect for the diversity of ideas, backgrounds and cultures of Indigenous peoples, our employees and other stakeholders; and providing opportunities for the ILC's Aboriginal and Torres Strait Islander employees. Performance indicators measure the success of the RAP.

During the reporting period, work continued on the development of an ILC Group RAP; the working group established a plan of action with delegated responsibilities across the ILC and its subsidiaries. Currently only the ILC and Voyages have individualised RAPs.

Indigenous Employment Strategy

The ILC's Indigenous Employment Strategy (IES) operates within the core ILC, aligns with the RAP and complements the training and employment strategies delivered through ILC subsidiaries. The IES is monitored through the Indigenous Consultative Group, made up of Indigenous employees elected from each ILC office, in conjunction with the ILC Group CEO and Group Director People and Culture. During the reporting period the ILC Group CEO met with the ICG to discuss progress of the IES, the RAP, and the ILC's learning and development strategies.

The ILC filled three Indigenous training positions in 2017-18, and four cadet positions were hosted through the National Indigenous Cadetship Project.

Indigenous Executive Development Program

The Indigenous Executive Development Program promotes Indigenous executive succession and mobility across the ILC and its subsidiaries. Four Senior Executives from the ILC are in the current participant group.

Table 10: ILC employees by diversity group (FTE), 30 June 2018

	Non-Indigenous		Indigenous		Total	
	16-17	17-18	16-17	17-18	16-17	17-18
Central Division	7.8	6.8	5.3	5	13.1	11.8
Female	1.8	1.8	4.3	4.0	6.1	5.8
Male	6.0	5.0	1.0	1.0	7.0	6
Eastern Division	7.0	8.8	6.0	8.3	13.0	17.1
Female	3.0	3.8	4.0	5.0	7.0	8.8
Male	4.0	5.0	2.0	3.25	6.0	8.3
Western Division	8.6	7.9	3.3	5.3	11.9	13.2
Female	6.6	5.0	1.0	2.0	7.6	7.0
Male	2.0	2.9	2.3	3.3	4.3	6.1
Corporate Office	38.4	43	6.9	7.6	45.3	50.6
Female	18.4	24	5.9	4.6	24.3	28.6
Male	20.0	19	1.0	3.0	21.0	22.0
Agribusiness (Corporate)	-	2.7	-	1.0	-	3.7
Female	-	0.7	-	1.0	-	1.7
Male	-	2.0	-	-	-	2.0
Grand total	61.8	73.2	21.4	27.2	83.2	100.4

Table 11: ILC salaries by diversity group (FTE), 30 June 2018

Classification	Female			Male			Grand total
	Non-Indigenous	Indigenous	Total	Non-Indigenous	Indigenous	Total	
ILC1: \$46,000-\$55,000	-	2.0	2.0	-	4.6	4.6	6.6
ILC2: \$57,000-\$69,000	5.6	7.0	12.6	1.0	2.0	3.0	15.6
ILC3: \$71,000-\$87,000	18.2	4.0	22.2	10.9	2.0	12.9	35.1
EL: \$94,000-\$128,000	11.5	1.0	12.5	20.0	1.0	21.0	33.5
Legal: \$56,000-\$130,000	-	0.6	0.6	2.0	-	2.0	2.6
SE: >\$128,000	1.0	2.0	3.0 ¹	3.0	1.0	4.0	7.0
Grand total	36.3	16.6	52.9	36.9	10.6	47.5	100.4

EL = Executive Level; SE = Senior Executive



Employee Arrangements: Voyages Indigenous Tourism Australia Pty Ltd

Voyages employee numbers include four executive team members. The executive remuneration and benefits arrangements include a combination of a discretionary annual bonus, mobile phone, laptop, professional development assistance and memberships, travel provisions and accommodation support for those residing interstate. For executives living remotely, additional benefits include food and beverage allowances, housing and utilities, private health insurance and vacation bonus.

Executive Management, Senior Management and Senior Specialised roles are part of the discretionary bonus scheme afforded to senior Voyages staff. Payments made in 2017-18 related to performance in the previous year.

Voyages employees are engaged variously under a Common Law Contract, an Enterprise Agreement or a relevant Modern Award. Some of the benefits available to employees outside the executive team include relocation reimbursement, uniforms, flexible work arrangements, study support, training workshops and courses and career-development opportunities. Employees living remotely also receive relocation and vacation allowance, performance and attendance bonuses and meal and housing subsidies.

In 2017-18 Voyages engaged 666 new employees (326 female and 340 male); 665 employees separated delivering a 63 per cent turnover (2016-17: 64 per cent). At 30 June 2018 the proportion of Indigenous employees was 39 per cent, and of female employees 48 per cent.

Table 13 provides data on head count (not FTE). Remuneration ranges in Table 13 are provided on an annual equivalent excluding superannuation and other salary entitlements.

Table 12: Voyages employees by location and gender, 2017-18

	Non-Indigenous		Indigenous		Total	
	16-17	17-18	16-17	17-18	16-17	17-18
Northern Territory	549	543	328	357	877	900
Female	223	232	151	176	374	408
Male	326	311	177	181	503	492
Queensland	14	17	77	58	91	75
Female	7	9	39	27	46	36
Male	7	8	38	31	45	39
Western Australia	33	28	9	11	42	39
Female	17	17	4	5	21	22
Male	16	11	5	6	21	17
NSW/ACT	91	84	4	5	95	89
Female	66	62	2	4	68	66
Male	25	22	2	1	27	23
Grand total	687	672	418	431	1105	1103

¹Non Indigenous SE includes Executive Director Agribusiness. This position was a grandfathering arrangement preceding the integration of the ILC subsidiary AIA's management functions into the ILC.

Table 13: Voyages employees by salary range (head count), 30 June 2018

Classification	Female			Male			Grand total
	Non-Indigenous	Indigenous	Total	Non-Indigenous	Indigenous	Total	
Trainees <\$50,000	-	58	58	-	29	28	87
<\$50,000	151	128	279	146	159	305	584
\$50,000 to \$99,999	153	24	177	188	29	217	394
\$100,000 to \$129,999	9	1	10	9	2	11	21
>\$130,000	7	1	8	9	-	9	17
Grand total	320	212	532	352	219	571	1103

➤ Employee Arrangements: Australian Indigenous Agribusiness Company Pty Ltd

The Australian Indigenous Agribusiness Company Pty Ltd (AIA) is a wholly-owned subsidiary of the ILC. During the reporting period, AIA transitioned from being a separate operating entity with its own corporate leadership team to an employment entity to support the engagement of staff in the agribusiness sector. At 30 June 2018, as noted above, 3.7 FTE agribusiness corporate staff had transitioned to ILC, leaving 2.0 FTE to transition in the next reporting period. This resulted in AIA having 206 (head count) employees at 30 June 2018, across 14 agribusinesses and a number of other ILC-owned properties. The proportion of Indigenous employees was 73.8 per cent, and female employees 18.9 per cent.

During the reporting period, 174 new employees were engaged, of these 51 were returning employees, and 130 employees separated, of these 46 were casual/seasonal employees, resulting in a 64.5 per cent average turnover (2016-17: 56.8 per cent). The high turnover is due to the casual/seasonal nature of work in the agricultural sector.

As part of AIA's attraction and retention strategy, property managers and similar level positions are offered individual Employment Agreements. This enables flexible remuneration arrangements including the private use of work-related vehicles, housing, remote location allowances, and salary-sacrificing provisions. AIA entered into 10 new individual employment agreements in 2017-18; 13.6 per cent of AIA employees were on employment agreements at the end of the reporting period (2016-17: 13.6 per cent).

All other employees are engaged under the AIA Enterprise Agreement. Benefits under the Enterprise Agreement include an employee assistance program, learning and development, time off in lieu provisions, board and/or lodging, and vaccinations. In Table 15, remuneration ranges are provided on an annual equivalent basis. The annual pay increases contained in the Enterprise Agreement will be equivalent to the National Minimum Wage increases as determined by the Fair Work Commission.

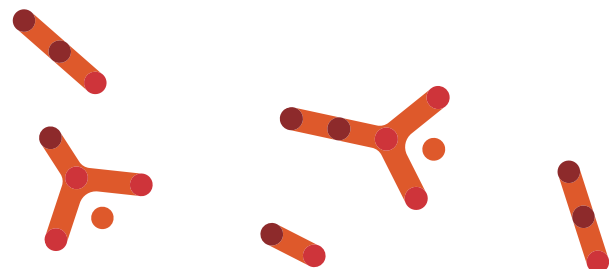


Table 14: AIA employees by diversity group (head count), 30 June 2018

	Non-Indigenous		Indigenous		Total	
	16-17	17-18	16-17	17-18	16-17	17-18
Northern Territory	19	13	29	54	48	67
Female	5	6	2	7	7	13
Male	14	7	27	47	41	54
Queensland	13	9	36	33	49	42
Female	7	4	6	4	13	8
Male	6	5	30	29	36	34
Western Australia	24	27	48	56	72	83
Female	10	12	2	3	12	15
Male	14	15	46	53	60	68
Tasmania	4	4	2	6	6	10
Female	1	1	1	2	2	3
Male	3	3	1	4	4	7
South Australia	2	1	1	-	3	1
Female	-	-	-	-	-	-
Male	2	1	1	-	3	1
New South Wales	-	-	3	3	3	3
Female	-	-	-	-	-	-
Male	-	-	3	3	3	3
ACT	3	-	-	-	3	-
Female	1	-	-	-	1	-
Male	2	-	-	-	2	-
Grand total	65	54	119	152	184	206

Table 15: AIA salaries by diversity group (head count), 30 June 2018

Classification	Female			Male			Grand total
	Non-Indigenous	Indigenous	Total	Non-Indigenous	Indigenous	Total	
Juniors/trainee: <\$40,000	2	2	4	-	27	27	31
Base: \$43,000	1	3	4	1	21	22	26
1: \$47,000	2	3	5	1	40	41	46
2: \$48,000	3	-	3	2	15	17	20
3: \$50,000	6	2	8	11	18	29	37
4: 53,000	2	1	3	4	5	9	12
5: \$55,000	-	-	-	1	1	2	2
6: \$63,000	-	-	-	1	3	4	4
IEA>\$36,000	7	5	12	10	6	16	28
Grand total	23	16	39	31	136	167	206

IEA = Individual Employment Agreement

Employee Arrangements: National Centre of Indigenous Excellence Pty Ltd

The National Centre of Indigenous Excellence (NCIE) Ltd is a wholly-owned subsidiary of the ILC. At 30 June 2018, NCIE had 126 employees (head count). NCIE employees, including executive team members, are engaged on individual employment agreements.

The majority (65 per cent) of NCIE employees are engaged on a casual basis. Benefits provided under these agreements include an employee assistance program, gym membership, learning and development, and salary-sacrificing provisions.

During 2017-18 NCIE engaged 59 new employees (29 female and 30 male); 33 employees separated during the year, a 28.7 per cent average turnover (2016-17: 40.7 per cent). At 30 June 2018 the proportion of Indigenous employees was 48.4 per cent, and female employees 47.7 per cent.

Table 16: NCIE employees by diversity group (head count), 30 June 2018

	Non-Indigenous		Indigenous		Total	
	16-17	17-18	16-17	17-18	16-17	17-18
Female	29	30	31	35	60	65
Male	29	35	21	26	50	61
Grand total	58	65	52	61	110	126

Table 17: NCIE salaries by diversity group (head count), 30 June 2018

Classification	Female			Male			Grand total
	Non-Indigenous	Indigenous	Total	Non-Indigenous	Indigenous	Total	
<\$50,000	4	15	19	2	13	15	34
\$50,000-100,000	23	18	41	33	13	46	87
\$100,000-150,000	3	1	4	-	-	-	4
>\$150,000		1	1	-	-	-	1
Grand total	30	35	65	35	26	61	126





▲ Kings Run, Tas.

